



January 2005

Minutes of December 10 Meeting

HECB Members Present

Mr. Bob Craves, chair
Mr. Gene Colin
Mr. Jesus Hernandez
Mr. Anthony Rose
Dr. Sam Smith
Mr. Herb Simon
Mr. Michael Worthy

Welcome and introductions

Bob Craves, HECB chair, welcomed the board members and others in attendance, and started the round of introductions.

Director's report:

HECB Executive Director James Sulton provided updates on HECB programs and activities:

- *Priorities of Government:* Gov. Locke is expected to release a budget proposal for 2005-07 on December 16. His proposal will rely on a series of "purchasing plans" to prioritize spending in 11 administrative areas, focusing on those most important to Washington residents. The governor's report is expected to make a shift in allocating state funds to a more "results-oriented" model.
- *Tuition Roundtable:* The House Higher Education Committee held a "tuition roundtable" on December 1. The meeting focused on the concept of sliding-scale tuition. The board is considering formation of a tuition task force for 2005, and will be following up on recommendations of the National Collaborative to better integrate tuition policy with other higher education initiatives.
- *Independent Colleges and Universities:* Efforts are underway to integrate the roles and missions of Washington's independent colleges and universities with the work of the HECB on shared priorities.

- *Displaced Homemaker Program:* The transfer of the state's Displaced Homemaker Program from the HECB to the State Board for Community and Technical Colleges (SBCTC) was completed on December 1.
- *Future Teachers Loan Repayment and Scholarship Program:* The HECB awarded benefits to 53 prospective teachers under the revised Future Teachers Program. This program aims at inspiring talented students to complete a teacher preparation program or complete endorsements in teacher shortage subject areas. Students must then teach in one of Washington's K-12 public schools.
- *Recommendation to revise the Master Plan's 2010 goal for Associate Degrees:* One of the two goals in the 2004 Strategic Master Plan for Higher Education – increasing opportunities for students to earn degrees – includes specific targets for associate degrees, bachelor's degrees, and graduate degrees. According to recent data, the number of associate degrees conferred in Washington state in 2003-04 has already exceeded the 2010 target by 176 degrees. As the master plan is subject to review and revision as needed, staff recommended that the target for associate degrees be increased to 27,000 by 2010. This number is consistent with performance measures adopted by the State Board for Community and Technical Colleges and is within the range of growth recently experienced by the two-year system.

ACTION: **Jesus Hernandez** moved to consider a staff recommendation to increase the target for associate degrees to 27,000 by 2010 (**Res. 04-35**). **Gene Colin** seconded the motion, which was unanimously approved.

Consent agenda items approved

ACTION: **Gene Colin** made a motion, seconded by **Herb Simon**, to approve all four items on the consent agenda, including: the minutes of the October meeting; two new degree programs at CWU (Bachelor of Applied Science in Safety and Health Management, **Res. 04-28** and Bachelor of Applied Science in Industrial Technology, **Res. 04-29**); and the 2005 Report on Reciprocity Agreements, **Res. 04-30**. The motion was unanimously approved.

Welcome from TCC President Transue

Tacoma Community College President Pamela Transue welcomed the board and meeting attendees to the Tacoma campus. Dr. Transue gave a brief history of the development of facilities and improvements made to the campus, crediting students who imposed a technology fee upon themselves in order to raise funds for capital improvements. Dr. Transue also discussed the partnership and working relationship between TCC and UW Tacoma.

Doctor of Education for School Administrators, WSU

Dr. Randy Spaulding, HECB associate director of program assessment and approval, presented Washington State University's request to extend statewide its Doctor of Education degree for school administrators. The program would utilize a combination of distance learning and on-site instruction at learning centers and branch campuses. It is designed to be a four-year, part-time program offered to students who currently hold a master's degree. Students would utilize the Washington Higher Education Telecommunications System (WHETS) and other technologies in combination with *in-person* education -- including access to high-quality faculty from across the system. The content of instruction would be consistent with that of WSU's Pullman campus. Finally, this degree program would allow better access to placebound working school administrators, and would increase recruitment of women and minorities.

Dr. Judy Mitchell, WSU dean of education, described the program in greater detail, emphasizing that this is not a new program, but an extension of a highly successful doctorate degree whose graduates are needed in the state's K-12 system.

Public notice was given regarding WSU's proposal, and no objections have been raised by other institutions.

ACTION: Gene Colin moved to approve Washington State University's proposal to extend the Doctor of Education for school administrators into a statewide program (**Res. 04-31**). **Sam Smith** seconded the motion, which was approved unanimously.

Minimum basic admission standards

John McLain, HECB associate director, presented a recommendation to revise the current minimum admission standards for freshmen entering public four-year universities. McLain said that the current minimum standards were originally established in 1988, and no longer reflect current skills that students need to succeed in higher education. A rigorous academic preparation during all four years of high school is the single best indicator of higher education success and bachelor's degree attainment, he said.

The proposal consists of four fundamental changes to the current minimum admission requirements:

- *Increasing the math requirement from three years to four*
A rigorous high school preparation in math counteracts the other barriers that poor students face in earning bachelor's degrees.
- *Revising the two-year science requirement to include two years of laboratory-based science and a year of algebra-based coursework*
Innovations in the 21st century require extensive problem-solving skills. Incorporating math and scientific reasoning into college preparation provides students with essential skills and knowledge to better equip them for today's competitive careers.

- *Requiring students to take at least three year-long college prep courses in each year of high school, including the senior year*
Skills in math, science and world language will atrophy if students set them aside for a year or more. This recommendation seeks to keep students engaged in college preparation throughout high school.
- *Eliminating the state's Admission Index*
The Admission Index is a ranking and sorting tool utilizing a mathematical formula that combines students' grades and SAT or ACT scores, and then assigns a number between 1 and 99. Educators have repeatedly voiced concerns that in order to preserve their GPA and a higher index scores, students will avoid taking challenging classes, which better prepare them for college and ultimately the workforce.

The HECB will publicize the recommended changes, conduct a series of public hearings, and prepare final proposed standards for consideration and possible adoption by the board early in 2005. This process incorporates the steps necessary to adopt administrative rules on minimum admission standards in agency WACs. If approved, the proposed revisions to the minimum admission standards would be effective in 2008, giving educators and students time to prepare and make necessary adjustments to schedules and course offerings.

Board and public comments

Gene Colin supported the recommendations and asked why the changes could not be implemented sooner rather than later. Bob Craves commented that the proposed changes would further restrict college access to poor and minority students. Herb Simon agreed with Colin that standards should be higher, but was concerned that too much emphasis was placed on math and science in determining what makes students successful. Anthony Rose suggested that high school graduation requirements should be raised simultaneously with college admission requirements. He said that other subjects, in addition to math and science, should be given more attention, with a focus on quality and content of instruction. Sam Smith viewed the revisions as a movement toward increasing student competency.

Jesus Hernandez supported the proposal, believing that lower standards make students less competitive. However, he voiced concern that the new higher standards could create a false sense of security for students. He said students need to be better guided throughout their education and must be advised on which subjects and courses are necessary for college preparation.

Robert Corbett from the UW, speaking on his own behalf, championed the value of reading courses in K-12, specifically the study of the classics.

ACTION: Sam Smith moved to consider the proposal to revise the minimum admission standards for students entering a public four-year university (**Res. 04-32**), with the caveat that the proposal is open to possible revisions after public comment. Gene Colin seconded the motion. The motion was passed by a 4-3 vote, with Bob Craves, Herb Simon, and Anthony Rose opposed. (Three members were absent from the meeting.)

Fiscal committee report

Herb Simon, chair of the HECB fiscal committee, discussed recommended revisions to the higher education operating budget that was approved by the board in October. At that time, the fiscal committee recommended an \$848 million increase for the 2005-07 biennium, for a total operating budget of \$3.7 billion. In light of the state's economic situation, which, according to the Office of Financial Management, includes an estimated \$1.7 billion revenue shortfall, the fiscal committee is proposing a reduction in its previously recommended funding increase for higher education in the state operating budget from \$848 million to \$400 million.

Gary Benson, HECB director for fiscal policy, presented the highlights of the HECB's revised budget request.

- *Associate degrees, preparation for work and adult literacy*

The increased number of general enrollments for the community and technical colleges would be reduced from 8,700 to 5,000, understanding that the SBCTC may need to reduce the performance targets and goals previously established and approved by the board in October.

- *Bachelor's degrees*

Four thousand four hundred (4,400) undergraduate full-time equivalent students would be funded at \$6,303 per full-time FTE.

- *Graduate Degrees*

The number of full-time equivalent students would be increased by 1,200, with funding for full-time FTEs remaining at \$15,000.

- *High-demand fields*

The additional \$10 million per year for high-demand enrollment programs approved by the board in October would be preserved. Included in this recommendation are 1,000 full-time equivalent students at the baccalaureate level, funded at \$11,000 per FTE student.

Additionally, the fiscal committee recommends funding 1,300 full-time equivalent students at the two-year colleges at approximately \$6,900 per FTE student.

- *Salaries*

Maintain the board's October recommendation for cost-of-living adjustments for all higher education employees, at 3.2 percent in FY 2006 and 1.6 percent in FY 2007, a \$97 million enhancement. Instead of the October proposal to include \$143 million for additional salary increases reflecting peer institutions in other states, the new recommendation calls for two \$15 million funding allocations for "salary enhancement pools." Baccalaureate institutions would use the new money for faculty recruitment and retention, while the two-year colleges would target part-time faculty salary improvements.

- *Additional funding for research universities*

Limit additional funding for the two research universities to \$20.5 million.

- *Financial Aid*

The fiscal committee recommended revising the financial aid enhancement to \$85.8 million during the 2005-07 biennium. The proposal would:

- Maintain current service levels for the State Need Grant, assuming tuition increases at 7 percent per year;
- Increase the Promise Scholarship award to \$1,400 per year;
- Add \$3.9 million to the State Work Study program -- not including the proposed expansion to assist students in high-demand fields; and
- Add a \$500,000 enhancement for the Educational Opportunity Grant.

ACTION: Herb Simon made a motion, with a second from Sam Smith, to adopt the revised 2005-2007 Higher Education Operating Budget Recommendations (Res. 04-33). The motion was passed unanimously.

Sandra Schroeder, president of the Washington Federation of Teachers, pointed out that budget revisions from the October proposal regarding two-year faculty salaries were made without any consultation with the two-year faculty members.

Cost of Instruction Studies

Education Cost Study - Gary Benson explained the processes that could be utilized by the HECB to analyze education expenditures by college, by level, and by program. He emphasized that there are several options for developing future cost studies. Additionally, he described the provisions contained in the following reports required by the Legislature: *Costs of Degrees*, *Costs of Remediation*, and *Costs of Instruction*.

Proposed 2005 HECB legislative priorities

Bruce Botka, HECB director for intergovernmental relations, summarized the policy committee's proposed legislative priorities for the 2005 session, which begins on Monday, Jan. 10. These include:

- The Board's revised operating budget recommendations and higher education capital budget; and
- The goal of establishing a maximum tuition rate for resident undergraduate students. The board's strategic master plan recommends tuition increases not exceeding 31 percent over a four-year period, with annual increases not exceeding 10 percent.

Additionally, the policy committee recommended that the HECB defer action on other high-priority issues until after sufficient review. These include the possible development of performance contracts between the state and public colleges and universities, and consideration

of proposals for branch campuses to provide lower-division courses in addition to their current mission of providing upper-division and graduate programs.

ACTION: Michael Worthy raised the question, with a second from Gene Colin, to adopt the policy committee's 2005 proposed legislative priorities (**Res. 04-34**). The motion was unanimously approved.

Recognition of Senator Don Carlson

Chairman Craves presented Sen. Carlson with a plaque and a board resolution in recognition of his accomplishments as chair of the Senate Higher Education Committee and as a long-standing member of the Legislature. Sen. Carlson took the opportunity to share his thoughts regarding three major higher education issues: access, quality, and financial aid.

Planning for regional higher education needs (ESHB 2707)

In response to recent legislation aimed at clarifying the branch campuses' roles and missions, the board and members of the HECB advisory council were briefed by the chancellors of the state's branch campuses regarding their proposals for future development. The law directs the HECB to adopt policy options in January regarding each proposal, and to report to the Legislature following the board's Jan. 27 meeting.

The branch campuses were initially created to provide access to bachelor's and graduate degree programs in regions that did not have public four-year universities. Limited by law to only upper-division and graduate-level programs, and primarily serving transfer students who acquire lower-level coursework elsewhere, the branch campuses are now asking the state to allow them to expand into four-year universities.

Each individual proposal has been reviewed and approved by the board of regents of the institutions. A summary of the recommendations by each branch campus follows.

University of Washington, Tacoma

Interim Chancellor Steven Olswang

- Increase access for transfer students
- Redefine upper division
- Improve the two-plus-two model
- Transition to a four-year university
- Improve diversity
- Globalize UWT

Expanding the Tacoma branch campus over a nine-year period (2005-2014) comes to an estimated sum of \$183 million in construction costs, and an increase in the UWT operating

budget by \$47 million over the current operating budget of \$22 million, for a total of \$69 million.

University of Washington, Bothell

Chancellor Warren Buck

- Continue as a UW campus
- Be given authority to provide lower-division courses
- Expand the current upper division course schedule
- Expand graduate, professional, and research partnerships

The UWB does not intend to offer separate doctoral degrees, intercollegiate athletics, or on-campus housing, or to operate as an independent institution.

Over a 15-year period, adding south campus access (\$22.5 million) and five additional buildings (\$163 million) would require a total of \$185.5 million in capital projects. To support the added capacity, an additional \$65.1 million would be required for operational costs.

Washington State University, Tri-Cities

Chancellor Larry James

- Remain a WSU campus
- Collaborate with regional community colleges and also provide lower-division courses
- Offer internships, service projects, and teaching opportunities through the community, in addition to implementing and increasing adult education and diversity
- Expand collaboration with Pacific Northwest National Laboratory (PNNL) to provide education in areas of strategic importance -- including bio-products, science, and engineering
- Expand the campus to serve Adams, Columbia, Grant, Klickitat, and Yakima counties to increase enrollment to 3,000 students by 2015

The majority of upper-division students would continue to be transfer students from community colleges, and selected bachelor and graduate programs would be offered in Yakima, Walla Walla, and Moses Lake.

Serving 1,800 FTE students in 2015 would require an additional \$15 million (\$11 million in state funds and \$4 million in tuition revenue). Additional capacity to achieve full build-out for 1,800 FTE students is estimated at \$103 million in capital projects.

Washington State University, Vancouver

Chancellor Hal Dengerink

- Retain the existing name and continue to be a campus within the WSU system

- Continue to serve primarily as a commuter campus, without resident facilities
- Continue to develop as an urban or metropolitan four-year university with a strong research component

The WSU proposal calls for \$164 million in total capital projects and \$33.3 million in operating costs to support 3,645 FTE students by 2015 (enrollments are based at \$24.5 million in state funds and \$8.8 million in tuition revenue).

Board and public comment

Board members raised concerns about the expense of expanding branch campuses at a time when state resources are insufficient to meet current needs. They commented on increased layers of administration and worried that the expanded schools would compete with the two-year colleges for students. Mike Worthy encouraged the campuses to develop partnerships in their communities to help pay for new programs.

- Ann Anderson, legislative liaison for Central Washington University, referred to the branch campus study prepared by the Institute for Public Policy two years ago. She suggested that the colocated centers at CWU are another possible template to consider as a model for branch campuses.
- Jan Yoshiwara, director for student services at the State Board for Community and Technical Colleges, and TCC President Pamela Transue said that branch campus growth should be focused on upper-division course work offering an expanded variety of degree options. They believe collaboration efforts should be increased between the branch campuses and the community colleges, in order to make the most efficient use of resources available.
- Deborah Knutzen, representing the Snohomish County Economic Development Council, offered verbal public support for expansion of the Bothell campus.

[Gene Colin, HECB secretary, chaired this portion of the meeting. The members of the Advisory Council present were: Loren Anderson, Jeffrey Corkill, Roberta May, Ellen O'Brien Saunders, and Sandra Schroeder. The next combined meeting of the board and the advisory council is scheduled for March 4, at the General Administration Building in Olympia.]